



LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH  
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July 29, 2013

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.  
Director

SUBJECT: **STATUS REPORT ON THE IMPLEMENTATION OF THE INTEGRATED  
BEHAVIORAL HEALTH INFORMATION SYSTEM**

On October 18, 2011, your Board approved the Integrated Behavioral Health Information System (IBHIS or System) Agreement with NetSmart Technologies, Inc. (NetSmart), to provide a product that will enable the Department of Mental Health (DMH) to meet the federal and state mandates for an Electronic Health Record (EHR) and meet County's Strategic Plan goal to achieve a seamless electronic exchange of selected health and human services data across County providers. In order to provide you with a clear picture of the current state of the project, attached is the status report for the month of June 2013.

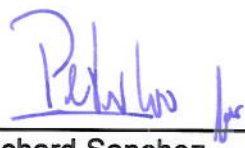
If you have any questions or need additional information, please call me at (213) 738-4601, or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

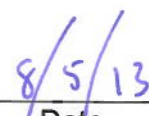
MJS:RK:MM:RG

Attachment

c: Health Deputies  
Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel  
Contracts Development and Administration Division, DMH

REVIEWED BY:

  
\_\_\_\_\_  
Richard Sanchez  
Chief Information Officer

  
\_\_\_\_\_  
Date



COUNTY OF LOS ANGELES  
DEPARTMENT OF MENTAL HEALTH  
CHIEF INFORMATION OFFICE BUREAU  
PROJECT STATUS REPORT

## A. General Information

Project Title: Integrated Behavioral Health Information System (IBHIS)  
Prepared by: Adrina Moreno - IBHIS Project Manager Date Prepared: July 29, 2013  
Reporting Period: From: June 1, 2013 To: June 30, 2013  
Estimated Completion Date: September 30, 2014  
Project is: ☐ On Schedule ☐ Ahead of Schedule ☒ Behind Schedule ☐ Completed

*If the project is Behind Schedule, explain why, (e.g., changes to scope, constraints outside project team's control, vendor delays, resource constraints, business processes, and major deliverables not completed). Include the impact of the delay and plans for re-alignment.*

- See Section B (Current Activity Status) for detailed explanation.

## B. Current Activity Status

*Provide a high level summary of current activities. Express factual description of current activities in a bulleted list.*

- Based on the current Detailed Project Schedule the project is delayed by three and one-half months. However, the Project Sponsor has determined the go live date based on a variety of factors noted in previous status reports, as a result the new date will move the projected go live date six months to December 11, 2013.
- The newly established go live date and revision to dependent tasks will be reflected in the re-baselined Project Schedule currently under development in response to Netsmart's request for Change Notice to re-baseline the Detailed Work Plan.
- Continuing to identify, specify and prioritize DMH reports and forms to be developed by Netsmart and DMH staff for Pilot One. Well over 200 reports have been identified and DMH workgroups continue to focus on identifying and completing Data Sheets for identified reports. In addition, the RADPlus Modeling workgroup began meeting more frequently and for longer time periods to complete outstanding specifications required for Modeled forms development.
- DMH has begun developing reports in IBHIS and has an active role in the reports development process.
- Continuing to develop and create DMH User Roles.
- Ongoing discussions continue re: County's use of both Perceptive and Netsmart's Connect Suite of products: ProviderConnect and MobileConnect. ProviderConnect and MobileConnect are being configured and tested.
- Completed development of financial test scripts for County's use for Module Testing.
- Module testing was completed on June 28<sup>th</sup>. All testing was performed by DMH staff and deficiencies identified and logged into the Netsmart Salesforce tracking system in accordance with the IBHIS Testing Plan.
- DMH continues to identify staff that will train DMH end-users and participate in integrated testing.
- DMH and Netsmart continue reviewing functional and technical requirements gap analysis results to determine gap resolution.
- DMH continues to assess space and equipment needs for Pilot One Directly Operated sites participating in implementation testing tasks.
- DMH continues to assess IBHIS integration with ADA software currently used by visually impaired staff and then work with Netsmart to resolve any identified issues.
- DMH continues efforts to secure additional training space, particularly in north and south Los Angeles County. Based on very limited options within LA County space, DMH is now preparing a solicitation to procure commercial training rooms. CEO Space Planning is still looking for possible spaces for computer set up in parallel with the solicitation for commercial space.



- DMH Subject Matter Experts (SME), continue to attend IBHIS demonstrations to facilitate their participation in implementation activities.
- DMH Data Warehouse staff continues to work with Netsmart Engineering staff to document and map data table structures.
- Continue weekly Project Director/Project Manager (PD/PM) Status Meetings to resolve contractual, scheduling and project issues.
- Continue weekly Action Item Meetings with Netsmart to review ongoing progress on Workflows, Scripts, Forms, Reports, and any other open issue which require discussion and decision to keep project tasks moving forward.
- Continue discussions for billing rules and processes.
- DMH and Netsmart continue activities to establish the Central Business Operations (CBO). Organization chart and Workflow Templates are being developed by Netsmart and reviewed by DMH. User roles are anticipated to be identified as a result and in support of developing Integrated Test Scripts. Updates and edits to be made to the Operational Manual and Procedures as workflows edits are received by DMH. Netsmart has begun its recruitment process for supplemental CBO staffing.

## C. Change Requests

*List any Change Control Requests identified during this reporting period.*

Change Order #	Description	Effective Date
DMH 1	Delay of final date for Detailed Work Plan to 2/3/12	1/11/2012
DMH 3	Election of the Order Connect Application Software	6/29/2012
DMH 4	Delay of Deliverable 3.1.2 (Provide Dedicated Network)  Change of Netsmart Project Director	11/9/2012
DMH 5	Acquires Other Professional Services for an Integration Professional.	12/21/2012
DMH 7	Acquires Other Professional Services to perform an assessment and develop Specifications for Custom Programming Modifications to Client Web Service, Unique Submitter ID, Second Co-Practitioner, and Control Fees.	2/21/2013
DMH 8	Acquires other professional Services to establish Centralized Business Office (CBO)	3/29/2013
DMH 9	Custom Development: <ul style="list-style-type: none"> <li>• Budget Tracking Account Setup</li> <li>• Capture, validate and store EBP codes from inbound 837P and 837I EDI claims for reporting</li> </ul>	4/2/2013
DMH 10	Acquires other professional Services to provide custom software modifications for <ul style="list-style-type: none"> <li>• Client Web Services</li> </ul>	6/28/13

## D. Significant Accomplishments for Current Period

*Provide a summary of the planned major activities, milestones and project deliverables to be accomplished during the next reporting period. Express your descriptions in a bulleted list.*



- Module and Report Tool testing were completed. Module testing is a script-driven step-by-step process in which all of the core data entry and review forms in IBHIS are tested by DMH staff to ascertain that they are performing as designed. Report Tool testing is also a script driven process to confirm that tools used to develop reports perform as designed. Deficiencies are identified and logged into the Netsmart Salesforce tracking system in accordance with the IBHIS Testing Plan.

## **E. Planned Activities for Next Period**

*List any Critical or High Priority Issues impacting the project. Issues are events that currently cause a problem moving forward and have an impact to the project schedule, resources or quality of the end deliverable.*

- Re-baseline the Detailed Work Plan per Change Notice 6 (Amend Detailed Work Plan).
- Continue identifying, specifying, prioritizing and developing DMH reports and forms.
- Continue developing and creating DMH User Roles.
- Continue ongoing discussions re: County's use of Perceptive in lieu of Kofax, and Netsmart
- DMH continues to identify staff that will train DMH end-users and participate in integrated testing.
- Continue reviewing functional and technical requirements gap analysis results to determine gap resolution.
- Continue site preparation activities for selected Pilot One sites participating in testing activities.
- Continue ADA software assessment activities to determine how existing ADA software will work with IBHIS software.
- Continue efforts to procure commercial training rooms.
- Continue providing IBHIS Demos to DMH staff in support of implementation activities.
- DMH Data Warehouse staff work with Netsmart Engineering staff to document and map data table structures.
- Continue Project Director/Project Manager (PD/PM) Status Meetings to resolve contractual, scheduling and project issues.
- Continue weekly Action Item Meetings with Netsmart to review ongoing progress on Workflows, Scripts, Forms, Reports, and any other open issue which require discussion and decision to keep project tasks moving forward.
- Continue discussions for billing rules and processes.
- DMH and Netsmart will continue to plan activities to establish Central Business Operations (CBO), develop organization chart and workflow templates and identify user roles in support of developing Integrated Test Scripts. Netsmart will complete their development of Module test scripts.
- Continue to monitor team system utilization with the expectation that utilization continues to increase as we move closer to training and go live activities.
- Review submitted change requests in accordance with IBHIS Change Control Management Plan.
- Continue implementation activities and meetings for; conversion; report and forms collection and analysis, testing and training tasks.
- Continue Change Control, Risk and Issue Management meetings.

## **F. Critical Issues**

*Risks are events that might cause problems, at a future date, with the project schedule, resources or quality of the end deliverable. Risks categorized with Probability of High, Impact of High and a Timeframe of Short will be listed in this section of the Project Status Report.*

- The Detailed Work Plan will be revised based on a variety of factors noted in previous status reports; as a result the new date will move the project six months forward to December 11, 2013. This provides the time required to complete key finance-related implementation tasks.
- Efforts to secure additional training space using rental and procurement options continue. The profile for the associated risk (ID 3) has been lowered due to the number of alternative resources made available for Pilot 1 that may mitigate the risk, including the rental of commercial training rooms and using Los Angeles County approved spaces.
- DMH-CIOB requires Provisioning resources to perform Contract Provider EDI provisioning beyond current staff or staff that could possibly be hired by fall 2013. Because of the delay in the early phases of the project, but no parallel delay in the deadline for completion of the project, the time to bring contract providers onto IBHIS is compressed. Providers will have to test IBHIS specific electronic transactions with DMH. This is a labor intensive process involving more than 600 contract



providers and other partners. DMH estimates it will need an additional 28 people for a period of about 8 months for this provider provisioning process.

## G. Risk Update

### Explanation of Categories:

- Probability (High): Most certainly or very likely to occur.
- Impact (High): Significant impact to project scope, cost or schedule which is likely to threaten and undermine project completion.
- Timeframe (Short): A three (3) month or less estimation as to how long the risk will be relevant.
- Response (Mitigate, Watch, and Accept): Resolve through mitigation, watch to monitor development, or accept and develop a contingency plan.

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
16	<p>Finance Leadership and Implementation Resources for IBHIS Implementation Activities</p> <p><b>Status</b> – DMH and Netsmart continue efforts to establish Central Business Operations (CBO). Organization chart and Workflow Templates are being developed by Netsmart and reviewed by DMH. Netsmart has assigned Karen Hulseman as their CBO lead to work with Zena and Judy. CalPM and MSO module testing has been initiated. CBO will be complimented by installing a Provider Support Office (PSO) and a lead DMH person needs to be identified.</p>	☒	☒	☒	Mitigate
30	<p>Delay in the development of CBO and PSO</p> <p><b>Status</b> – Organizational models have been created and some staff identified to fill positions within the new organizations. An interim lead for PSO has been identified and has begun to come up to speed on the work of the PSO. PSO will be almost entirely staff from existing positions transferred into the PSO. The CBO may not be as fully staffed initially..</p>	☒	☒	☒	Mitigate
33	<p>IBHIS Project Schedule Requires Rebase lining.</p> <p><b>Status</b> – NTST and County are reviewing and revising the schedule to reflect the separation of Pilot 1 into 2 parts (1a and 1b) to align tasks based on the go live dates established by the Executive Strategy Team in May. The complexity of the schedule, predecessors and tasks required iterative reviews, then a final review with the IBHIS Project Director's. In addition IBHIS Program staff are reviewing and</p>	☒	☒	☒	Mitigate

	discussing with IBHIS Project Director's and Netsmart.				
34	<p>Netsmart must comply with County's Requirement to establish a Service Request Tracking System in accordance with the Agreement.</p> <p><b>Status</b> – Specific gaps and deficiencies have been documented, forwarded and escalated to Netsmart's Project Manager, Project Director and the IBHIS Contract Project Director with a response requested prior to the start of Integrated Testing on July 30th.</p>	☒	☒	☒	Risk Avoidance
35	<p>Time constraint in completing overlapping IBHIS implementation tasks with existing resources by the scheduled Go live dates.</p> <p><b>Status</b> - The risk will be discussed further at the 7/9/13 IBHIS Project Director's/Project Manager's Oversight Meeting.</p>	☒	☒	☒	Mitigate